



# Scaling up an innovative PPP model for citywide FSM services in Dhaka

From pilot project to emerging FSM service

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**WSUP**  
Water & Sanitation  
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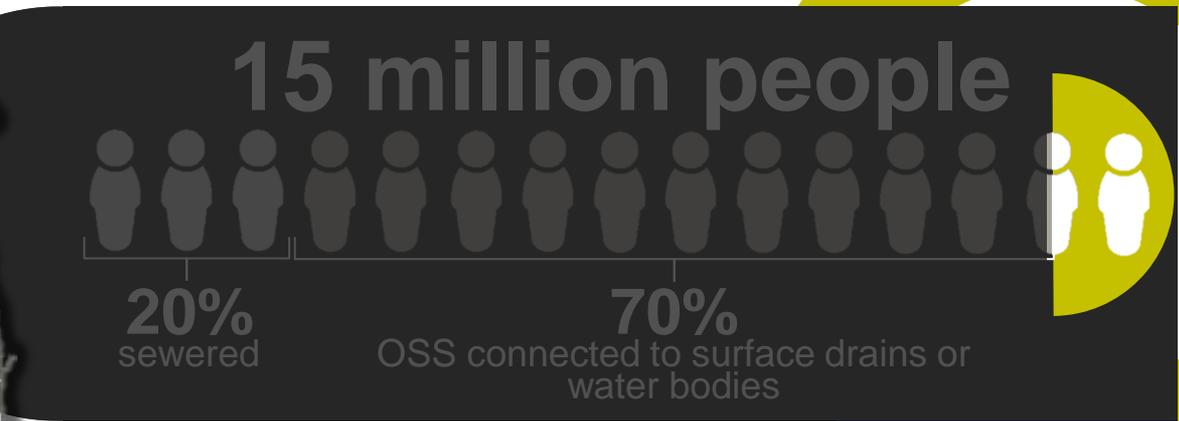
Dhaka Water  
and Sewerage  
Authority  
(DWASA)



BILL & MELINDA  
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# Background: Dhaka Emptying Market



people with OSS requiring emptying

m<sup>3</sup> of sludge accumulated per annum

market size per annum

**10%**

**1.5 mil**

**600,000**

**US\$ 5 mil**



# Background: Service Providers



## MANUAL EMPTYING

most common method:  
waste emptied unsafely  
and disposed into the  
neighbouring environment



## SANITATION AUTHORITIES

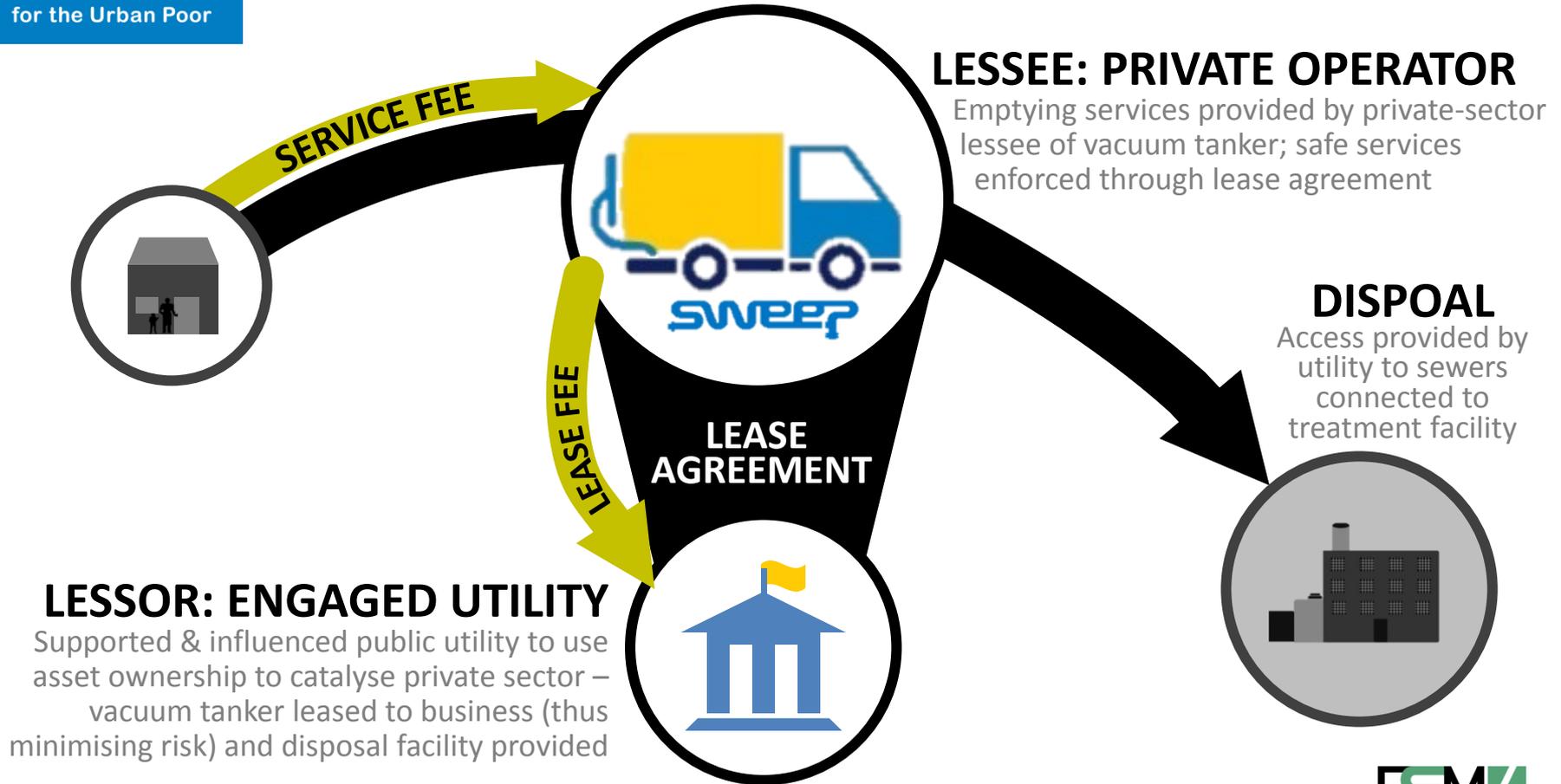
local gov't and utility  
avoided both direct service  
provision and market  
oversight



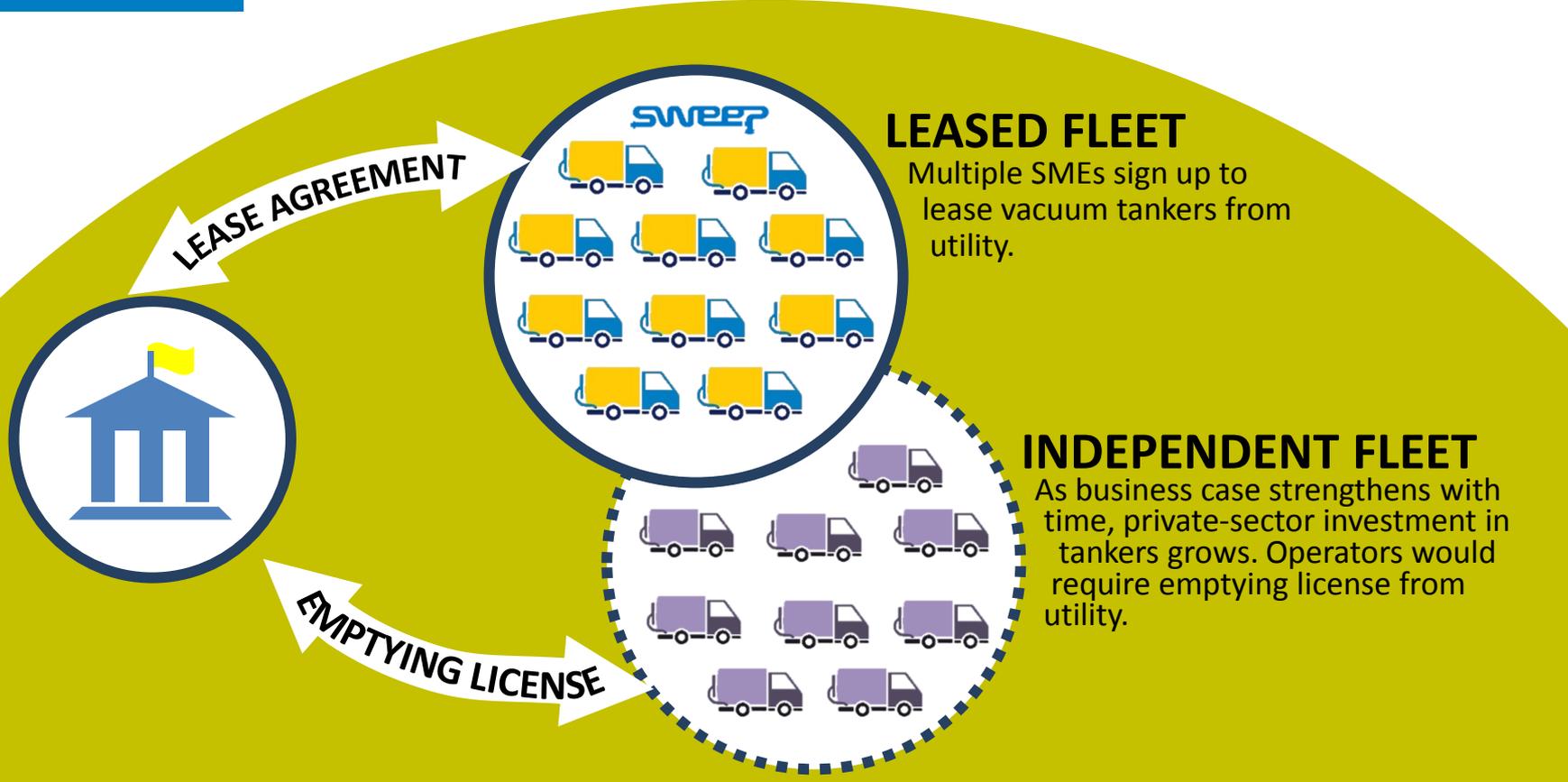
## SERVICE PROVIDERS

2 NGO providers of  
vacuum tanker services  
with very limited growth in  
15 years; no private  
investment

## Catalysing Sustainable Services



# Transforming Cities: Vision at Scale



## LEASED FLEET

Multiple SMEs sign up to lease vacuum tankers from utility.

## INDEPENDENT FLEET

As business case strengthens with time, private-sector investment in tankers grows. Operators would require emptying license from utility.

# Quick Snapshot of Business

**23 months**

in operation

**\$46,500**

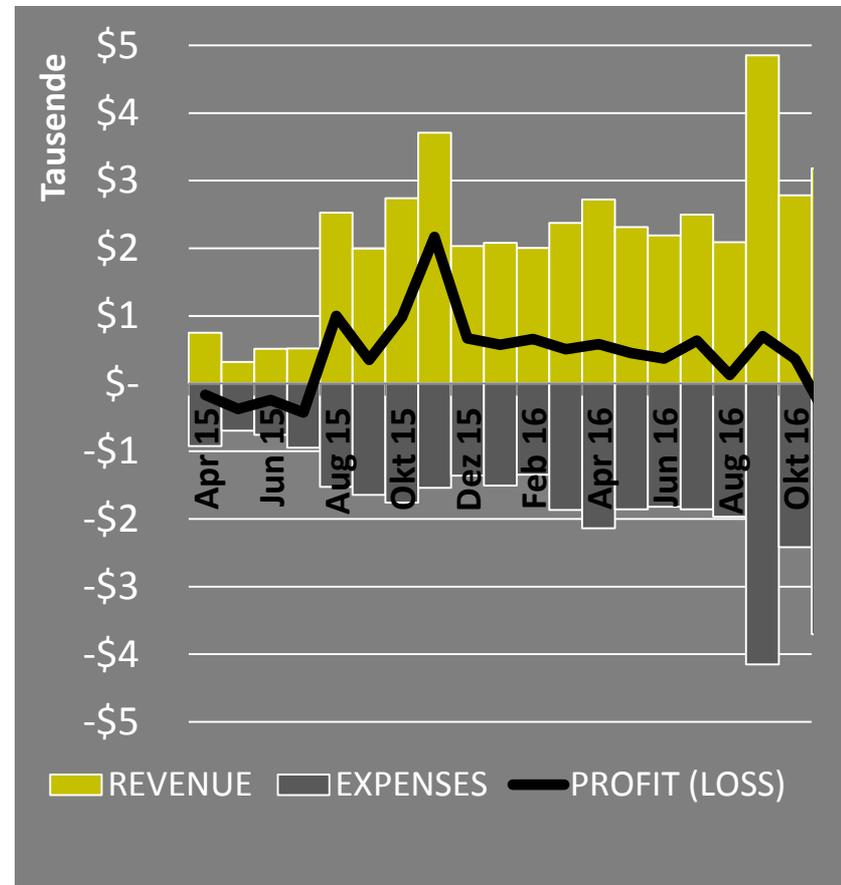
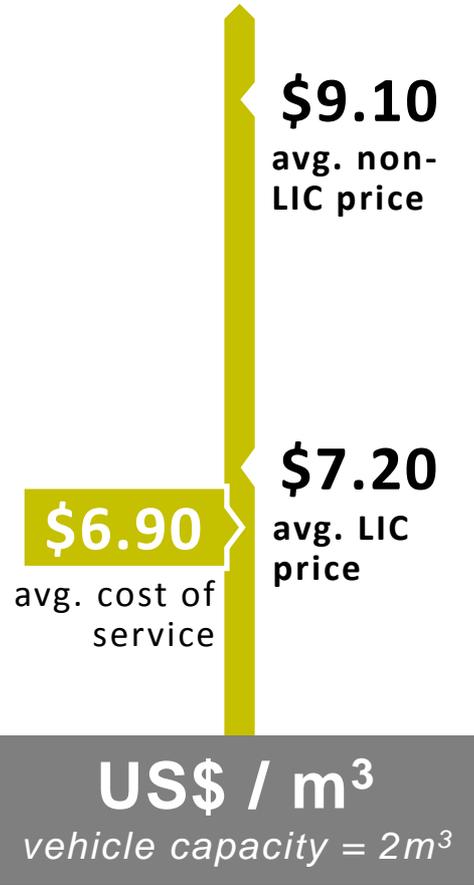
turnover since launching  
business

**5 months**

to break even covering  
fixed & variable OpEx

**4,400m<sup>3</sup>**

sludge emptied



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## In-Depth Analysis: Performance

**5%**

market share  
(customers served)

**19%**

net profit

**50%**

utilisation rate

**60%**

of revenue from large  
septic tanks



# In-Depth Analysis: Focus on Low-Income Customers (LICs)

**16%**

of customers served

**13%**

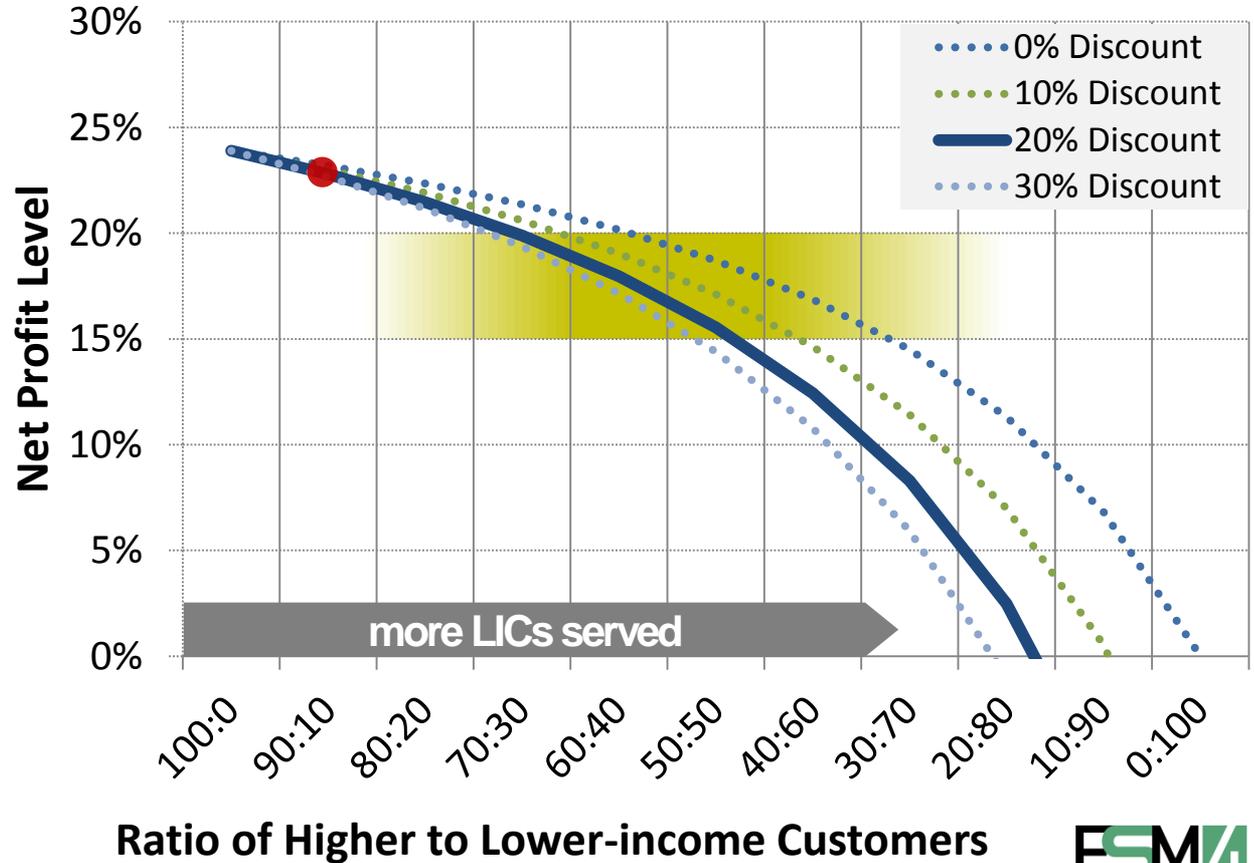
of volume emptied

**9%**

of revenue

**20%**

average discount for  
LICs



# Challenges for SWEEP Moving Forward



**SIGNIFICANTLY  
INCREASE  
DEMAND**



**INCREASE  
RATIO OF LICs  
SERVED**



**STRENGTHEN  
SANITATION  
AUTHORITY  
BUY-IN**

# Replicable Aspects in Other Markets



## USING PUBLIC ASSETS TO CREATE A NEW MARKET

Supporting public asset ownership and pro-poor PPPs to create a new market.



## SHIFT PUBLIC SECTOR APPROACH TO FSM

Working with partners and responding to 'pains and gains' of public institutions helps in creating new paradigms.



## COLLABORATIVE DESIGN OF BUSINESS CASE

design partnership based on a business case that addresses all parties' motivations, concerns and desires.



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